

Service Review Worksheet Summary

Finance

April 2004

Dept- No	Service Name	Fund	Recovery	Cost	Legally Mandated: Entity	Scalable	Core Internal	Core External	Expected/Traditional	Optional	Population Served	
	Program: Financial Management and Analysis											
FIN-1	Provide Financial Expertise to City Leadership/ Management	General Fund	0.0%	\$ 46,240	NO		YES	YES	NO	NO	NO	Service is provided to the City Manager, City Council, department directors, program managers and other city management staff. In FY 2003/2004, it is estimated that at least 100 employees, plus all members of the City Council, will consult the director of finance on a wide array of financial affairs.
FIN-2	Provide Financial Analysis in Response to Department Requests	General Fund	0.0%	\$ 85,684	NO		NO	NO	NO	YES	NO	In FY 2003/2004, staff providing this service will handle approximately 50-75 specific requests from at least 8 City departments. Time spent on each question varies in length from one hour (or increments thereof) to 40 hours or more, depending on the complexity of the request.

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FIN-3	Fiscal Impact Analysis of Legislation	General Fund	0.0%	\$ 37,070	NO		NO	NO	NO	YES	NO	This service is provided mainly to the City Council, but throughout the year staff assists IGR staff from OCM and all other departments to analyze proposed legislation for fiscal impacts to Sunnyvale. In FY 2003/2004, it is estimated that staff will review a minimum of 75 bills, and will conduct detailed analysis and follow through on at least 15 bills that may impact the City.
FIN-4	Economic Development Analysis	General Fund	0.0%	\$ 66,305	NO		NO	NO	NO	YES	NO	This service is provided mainly to the City Manager, Community Development Director and City Council to aid in decision-making for economic development projects.

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FIN-5	Financial Analysis of Current and Emerging Issues	General Fund	0.0%	\$ 67,350	NO		NO	NO	NO	YES	NO	This service is provided mainly to the City Council, City Manager and the Finance Director to research current and emerging topics that will impact the City's fiscal position. In FY 2003/2004, staff will research at least 10 issues/trends to minimize future revenue loss, maximize future revenue generating potential, or to accurately estimate fiscal impacts of major developments such as the State's Triple-Flip mechanism, or how Voice over Internet Protocol (VoIP) will negatively impact utility users tax revenues.
FIN-6	Retirement Contract Fiscal Management	General Fund	0.0%	\$ 9,263	NO		YES	YES	NO	NO	NO	This service is provided to the Human Resources Department, City Council, City Manager and other department directors. The retirement contract serves approximately 450 retirees, in addition to 1,025 current employees.

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FIN-7	Fiscal Analysis – Labor Negotiations	General Fund	0.0%	\$ 9,263	NO		YES	YES	NO	NO	NO	This service is provided mainly to the Human Resources Department, City Council, City Manager and other department directors.
FIN-8	Administration of Finance Department	General Fund	0.0%	\$ 65,056	NO		YES	YES	NO	NO	NO	This service is provided to 50 department employees.
FIN-9	Special Projects and Training Activities	General Fund	0.0%	\$ 27,731	NO		YES	NO	NO	NO	YES	The training portion of this service is provided to 8 employees for this program. The special projects portion captures time spent completing Non-Routines at the request of the City Manager.
FIN-10	Central Support Services for the Department of Finance	General Fund	0.0%	\$ 207,979	NO		YES	YES	NO	NO	NO	This service ensures that adequate administrative support is maintained for 50 department employees. More importantly, this service provides answer point support to anyone contacting the department. In FY 2003/2004 it is estimated that staff will answer and route at least 6,000 queries from members of the public or city staff.

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FIN-11	Conduct Performance Audits	General Fund	0.0%	\$ 184,708	NO		YES	YES	NO	NO	NO	It is estimated that 500 employees will be served in FY 2003/2004, based on populations in the programs under audit, plus 100% of executive management. All Councilmembers are served.
FIN-12	Conduct Financial/ Operational Audits	General Fund	0.0%	\$ 105,001	NO		YES	YES	NO	NO	NO	Audit staff will undertake, oversee or complete 12 audits in FY 2003/2004. Population served is ultimately the City Council.
FIN-13	Conduct Revenue Audits	General Fund	0.0%	\$ 104,378	NO		YES	YES	NO	NO	NO	This service is provided to the City Council in order to recover revenues for the benefit of all citizens, businesses and City staff. In FY 2003/2004, four revenue audits will be conducted that will generate a minimum 200% return on investment.
	Program: Accounting, Financial Reporting and Employee Payroll											
FIN-14	Grant Monitoring and Billing	General Fund	0.0%	\$ 36,046	YES	Grant Contracts	NO	YES	NO	NO	NO	Serves approximately 50 City employees manage grants in the amount of \$18.6 million (budget for FY 2003/2004).

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FIN-15	Accounting for City Financial Transactions	General Fund	0.0%	\$ 297,851	NO		NO	YES	NO	NO	NO	This service primarily serves all City departments, making sure all financial transactions are accounted for, and proper internal control procedures such as reconciliation of bank and general ledger accounts are implemented.
FIN-16	Annual External Audit and Financial Reports	General Fund	0.0%	\$ 183,543	YES	Other Gov't Agency, City Charter	NO	YES	NO	NO	NO	This service primarily serves interested parties such as regulatory agencies (federal and state governments), bond rating agencies, bondholders, underwriters, and fiscal agents. 7 reports are prepared each year.
FIN-17	Prepare Financial System Accounting Reports	General Fund	0.0%	\$ 37,275	NO		NO	YES	NO	NO	NO	200+ employees and 7 City Councilmembers receive a possible 14 different operating reports.
FIN-18	Prepare and File Regulatory Reports for All City Reporting Entities	General Fund	0.0%	\$ 16,625	YES		NO	YES	NO	NO	NO	The City receives funds from federal, state and county agencies and is required by law to file 10-12 financial reports annually to satisfy various reporting requirements of different levels of government.

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FIN-19	Manage Third Party Audits	General Fund	0.0%	\$ 16,958	YES	City Charter	NO	YES	NO	NO	NO	Quarterly audits of cash handling are required by the City Charter. 4 audits are done of approximately 4-6 rotating locations each quarter to review cash handling procedures, cash receipt documentation, petty cash disbursements, and change funds. In total, approximately 15 locations are continually audited.
FIN-20	Maintain City's Centralized Financial Management System	General Fund	0.0%	\$ 69,708	NO		NO	YES	NO	NO	NO	There are about 80 actual financial system users. However, department staff answer over 200 requests for information annually, using the financial system.
FIN-21	Provide Management and Administrative Services for the Accounting, Financial Reporting and Employee Payroll Program	General Fund	0.0%	\$ 55,604	NO		YES	YES	NO	NO	NO	This service is provided to 7 Accounting, Financial Reporting and Employee Payroll staff within this program.

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FIN-22	Provide Internal Consulting and Complete Special Projects in the Areas of Accounting, Financial Reporting and Employee Payroll	General Fund	0.0%	\$ 74,598	NO		YES	YES	NO	NO	NO	Over 200 requests are handled annually for support, analysis, assistance, and guidance for City staff from all departments.
FIN-23	Provide Training to Accounting, Financial Reporting and Payroll Staff	General Fund	0.0%	\$ 13,135	NO		YES	YES	NO	NO	NO	7 Accounting, Financial Reporting and Employee Payroll staff.
FIN-24	Payroll Management and Distribution	General Fund	0.0%	\$ 217,525	YES	Other Gov't Agency	YES	YES	NO	NO	NO	Estimated 25,900 payroll checks to be issued in FY 2003/2004 to all City employees and Council.
	Program: Utility Business Management											
FIN-25	Meter Reading Services	General Fund	100.0%	\$ 352,315	YES	City Ordinance	NO	NO	YES	NO	NO	This service is provided to 28,000 utility subscribers in the City, for which approximately 193,000 meters are read each year.
FIN-26	Provide Customer Service for Customers of the City's Three Utility Enterprises	General Fund	100.0%	\$ 267,897	YES	City Ordinance	NO	NO	YES	NO	NO	Approximately 25,000 contacts with utility customers will be made in FY 2003/2004.

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						Scalable	Core Internal	Core External	Expected/Traditional	Optional		
FIN-27	Process Payments for the City's Three Utility Enterprises	General Fund	100.0%	\$ 150,382	YES	City Ordinance	NO	NO	YES	NO	NO	This service is provided to approximately 28,000 utility subscribers. In FY 2003/2004, some 185,000 payments will be processed.
FIN-28	Provide Utility Billing Service for the City's Three Utility Enterprises	General Fund	100.0%	\$ 360,595	YES	City Ordinance	NO	NO	YES	NO	NO	This service is provided to approximately 28,000 utility subscribers. In FY 2003/2004, 193,000 bills will be sent.
FIN-29	Maintain the City's Automated Utility Billing System	General Fund	100.0%	\$ 219,913	NO		NO	YES	NO	NO	NO	This activity maintains the billing system that services 28,000 utility customers.
FIN-30	Utility Business Management	General Fund	100.0%	\$ 109,356	NO		NO	NO	YES	NO	NO	This service is directly provided to Public Works utility managers.
FIN-31	Delinquent Account Management	General Fund	100.0%	\$ 129,736	YES	City Ordinance	NO	NO	YES	NO	NO	In FY 2003/2004, staff will send approximately 16,000 notices and shut off 370 delinquent utility customers.
FIN-32	Provide Management and Administration Support Activities for Utility Business Management Program	General Fund	100.0%	\$ 121,394	NO		NO	YES	NO	NO	NO	This service is provided to 13 employees within this program.

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FIN-33	Provide timely and Relevant Training to Utility Business Management Staff	General Fund	100.0%	\$ 14,006	NO		NO	YES	NO	NO	NO	This service is provided to 16-20 Finance, Public Works, Specialty Solid Waste and Recycling employees.
	Program: Procurement Management											
FIN-34	City-Wide Procurement of Goods and Services	General Fund	0.0%	\$ 360,541	YES	City Charter, City Ordinance	YES	YES	NO	NO	NO	Purchasing staff work directly with approximately 200 employees most often.
FIN-35	Payment of Supplier Invoices for goods and Services Purchased by the City	General Fund	0.0%	\$ 235,721	YES	City Charter, City Ordinance	YES	YES	NO	NO	NO	During the past calendar year, payments were made to approximately 1,500 suppliers, 10% of which were located in Sunnyvale. Accounts Payable ordinarily makes 35-40,000 payments each year.
FIN-36	Process Legally Required Reports Related to Payment of Supplier Invoices	General Fund	0.0%	\$ 29,091	YES	Other Gov't Agency	NO	YES	NO	NO	NO	237 1099's issued for calendar year 2003, mainly to sole proprietorships and partnerships, as required by the IRS.

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FIN-37	Process Documentation and Provide for Payment of All City-Related Travel	General Fund	0.0%	\$ 3,331	NO		NO	YES	NO	NO	NO	Approximately 400 travel reports will be audited and processed in FY 2003/2004 for travel by Councilmembers, Board and Commission members, and staff from various departments.
FIN-38	Maintain Automated Procurement System for Issuing Purchase Orders and Contracts	General Fund	0.0%	\$ 79,137	NO		NO	YES	NO	NO	NO	When implemented later this fiscal year, the system will be used by approximately 60 employees to process approximately 1700 contracts/purchase orders per fiscal year.
FIN-39	Post Bid Advertisements on the Internet for All Formal and Informal Bids and Public Works Contracts	General Fund	0.0%	\$ 6,035	NO		NO	NO	NO	YES	NO	Since this is an internet posting and available to anyone with a computer, it is impossible to pinpoint the population served. In FY 2003/2004, approximately 60 bids will be posted on the internet.
FIN-40	Provide Training on Procurement Systems for City Employees	General Fund	0.0%	Budget in 05/06 \$5,931	NO		YES	YES	NO	NO	NO	Approximately 60 employees will be using the system directly to input purchase requisitions and authorize payments.

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FIN-41	Disposal of Surplus	General Fund	0.0%	\$ 4,917	YES	City Charter, City Ordinance	NO	YES	NO	NO	NO	Central Stores staff ordinarily sells between 1200 and 1400 surplus items per year.
FIN-42	Central Warehousing and Inventory Management	General Fund	0.0%	\$ 271,639	YES	City Charter, City Ordinance	NO	YES	NO	NO	NO	Used most frequently by 200 field crew and Fleet staff. Additional usage by approximately 100 employees (copier paper, fire station orders, toner cartridges, etc.). Issues average 26-28,000 per year.
FIN-43	Provide Management and Administrative Services in Support of the Procurement Management Program	General Fund	0.0%	\$ 175,387	NO		NO	YES	NO	NO	NO	11 Purchasing Division staffmembers.
FIN-44	Provide Internal Consulting Services to City Employees on Procurement Issues and Complete Special Projects	General Fund	0.0%	\$ 57,396	NO		NO	YES	NO	NO	NO	Commonly provided to approximately 200 employees, including managers, purchasing liaisons and various professional staff.
FIN-45	Provide timely and Relevant Training to Procurement Management Staff	General Fund			NO		YES	YES	NO	NO	NO	There are 11 employees in the Purchasing Division.

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	Program: Budget Management											
FIN-46	Prepare City’s Budget and Long-Range Financial Plan	General Fund	0.0%	\$ 279,866	YES	City Charter	NO	YES	NO	NO	NO	100 program managers develop the program budgets with the City Manager for presentation to the City Council.
FIN-47	Prepare City’s Annual Fee Schedule	General Fund	0.0%	\$ 7,182	NO		NO	YES	NO	NO	NO	20 City staff prepare fee schedule. 3 cashier points utilize schedule extensively.
FIN-48	Support the Restructure of Operating Program Budgets	General Fund	0.0%	\$ 23,000	NO		YES	YES	NO	NO	NO	Deputy City Manager utilizes analyses and reconciliation. FY03/04 - 9 programs restructured into 14 programs.
FIN-49	Develop and Maintain the Operating and Project Budget System	General Fund	0.0%	\$ 31,536	NO		YES	YES	NO	NO	NO	100 program managers utilized system for on-line budget entry.
FIN-50	Analyze and Process Budget Modifications	General Fund	0.0%	\$ 18,535	NO		YES	YES	NO	NO	NO	Year to date, 34 budget modifications processed.
FIN-51	Analyze the City-Wide Position Allocation and Review Position Allocation Requests	General Fund	0.0%	\$ 24,248	NO		YES	YES	NO	NO	NO	Year to date, 19 position allocation change requests have been reviewed, based on requests from City employees.

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FIN-52	Prepare Budget Monitoring Reports	General Fund	0.0%	\$ 4,896	NO		YES	YES	NO	NO	NO	Mayor and councilmembers, 12 Department Directors and City Manager.
FIN-53	Provide General Budgetary Analysis to Departments	General Fund	0.0%	\$ 32,001	NO		NO	NO	NO	YES	NO	Approximately 200 requests received and handled from all departments.
FIN-54	Prepare Year-End Carry-Over Report	General Fund	0.0%	\$ 6,000	NO		NO	YES	NO	NO	NO	7 City Council and Mayor, and all project managers for 338 projects.
FIN-55	Prepare and Conduct the Council Budget Workshop	General Fund	0.0%	\$ 18,372	NO		NO	NO	NO	YES	NO	7 City Council and Mayor. Unknown number of citizens view on cable.
FIN-56	Prepare and Distribute the City's Recommended and Adopted Budget	General Fund	0.0%	\$ 53,948	NO		YES	YES	NO	NO	NO	7 City Council and Mayor. 40 hard copies distributed, 60 budgets on CD distributed. Budget is on website, but unknown number of "hits."
FIN-57	Prepare Supplemental Budget Communication Materials	General Fund	0.0%	\$ 8,624	NO		YES	NO	YES	NO	NO	7 City Council and Mayor. 60,000 tri-fold budget summaries printed.
FIN-58	Provide Budget Training for City Employees	General Fund	0.0%	\$ 12,935	NO		YES	YES	NO	NO	NO	Year to date, 36 training sessions (one-on-one and group) held, 100 program managers trained on on-line budget system.

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FIN-59	Provide Budget Management Program Support	General Fund	0.0%	\$ 73,917	NO		YES	YES	NO	NO	NO	4 Budget staff in program
FIN-60	Provide Training for Budget Division Employees	General Fund	0.0%	\$ 13,496	NO		YES	YES	NO	NO	NO	4 Budget staff in program

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	Program: Treasury/Cash Management											
FIN-61	Billing and Receiving Payment for All City Accounts Receivable	General Fund	0.0%	\$ 111,026	NO		NO	YES	NO	NO	NO	Customers are 6 city departments providing billable services to citizens or businesses. Currently there are 3,217 customers in accounts receivable database.
FIN-62	Billing and Receiving Business License Tax Payment	General Fund	100.0%	\$ 107,212	YES	City Ordinance	NO	YES	NO	NO	NO	This service is provided to approximately 9,000 businesses registered in the City of Sunnyvale.
FIN-63	Provide Centralized Cashiering for All City Departments	General Fund	0.0%	\$ 90,043	NO		NO	YES	NO	NO	NO	The cashier processed 22,880 over-the-counter transactions in FY 2002/2003.
FIN-64	Collection of Transient Occupancy Tax	General Fund	0.0%	\$ 5,800	YES	City Ordinance	NO	YES	NO	NO	NO	There are currently 36 hotels that operate in the City and provide monthly remittances to the City.
FIN-65	Process and Verify Cash Receipts from City Departments	General Fund	0.0%	\$ 26,344	NO		NO	YES	NO	NO	NO	Approximately 50 employees are responsible for preparing cash receipt documents that Finance processes. 24,776 cash receipt documents were processed in FY 2002/2003.

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FIN-66	Manage City's Pooled Investment Portfolio	General Fund	0.0%	\$ 66,832	YES	Other Gov't Agency	NO	YES	NO	NO	NO	All Sunnyvale residents benefit from services funded with investment earnings. The City's total investment portfolio is \$220 million.
FIN-67	Maintain, Monitor and Account for All City Bond Issues	General Fund	0.0%	\$ 11,873	YES	Bond Covenants	NO	NO	NO	NO	NO	The City has 8 outstanding bond issues. This activity serves our bond holders, the rating agencies, and regulatory governmental agencies.
FIN-68	Maintain City's Banking Relationship	General Fund	0.0%	\$ 15,114	NO		NO	YES	NO	NO	NO	The City maintains 16 bank accounts to fund various City expenses, serving all city departments.
FIN-69	Monitor and Verify All Revenues Received by the City and Administer the City's Cash Handling Policy	General Fund	0.0%	\$ 60,361	NO		NO	YES	NO	NO	NO	Staff reviews approximately 25,000 transactions to verify revenues received from all city departments, and any entity who remits payments to the City. 39 employees attended the new cash handling training to date.
FIN-70	Accounts Payable Audit and Disbursement	General Fund	0.0%	\$ 105,815	NO		NO	YES	NO	NO	NO	17,223 disbursements for all City departments were audited for legal compliance last year.

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FIN-71	Provide Management and Administrative Services for the Treasury/Cash Management Program	General Fund	0.0%	\$ 31,065	NO		NO	YES	NO	NO	NO	This service is provided to 6 Treasury Division staff members.
FIN-72	Provide Internal Consulting Services and Special Projects	General Fund	0.0%	\$ 37,829	NO		YES	YES	NO	NO	NO	The division completed 7 internal consulting projects, serving all city departments.
FIN-73	Provide Training Opportunities to Treasury/Cash Management Program Employees	General Fund	0.0%	\$ 10,277	NO		NO	YES	NO	NO	NO	This service is provided to 6 Treasury Division staff members.